STATE CHIEF INFORMATION OFFICER

J. Clark Kelso (ckelso@pacific.edu)

3455 Fifth Avenue

Sacramento, CA 95817

(916) 739-7302 / (916) 739-7072 (fax)

December 12, 2007

My Friends and Colleagues,

During each of the 2,036 days that I have had the honor and pleasure of serving as your State Chief Information Officer, my highest priority has been to help all of you effectively and successfully manage the assets and programs under our control to the public's benefit. Together, we have accomplished much.

Back in the Spring and Summer of 2002, in the immediate wake of my appointment, my first goal was to restore some sense of calm and order to the State's information technology program. Those first six months were challenging for everyone. The Department of Information Technology's sunset left a huge hole in the governance of our information technology investments. Working closely and collaboratively with the Department of Finance – and my thanks go particularly to Tim Gage, Shelley Mateo and Debbie Leibrock – we patched together effective oversight and security programs.

During this time, we also established the State Chief Information Officer as a member of the Governor's advisory staff. My

thanks to Governor Gray Davis and his senior adviser David Rosenberg for the trust they placed in me and for their recognition that the management of information technology was important enough to warrant attention at the highest levels within the Administration. For the first time in California, the State CIO had direct, ready access to the Governor and his senior staff. I have fought to maintain that status, and I am pleased to see the State CIO now established by statute as a member of the Governor's Cabinet. My thanks to Governor Schwarzenegger, Chief of Staff Susan Kennedy and Cabinet Secretary Dan Dunmoyer for their continued strong support for the Office of the State CIO as a cabinet-level office and for their support for the State's overall IT program.

The next twelve months of my tenure – most of 2003 – were devoted to building relationships of trust across the Executive Branch, with our constitutional colleagues and with other branches and levels of government. It was during these months that I first began to realize how difficult we made everyone's job by our failure to articulate strategic direction and goals for the entire Executive Branch. Everyone was pursuing their own visions and missions, and no one paid particular attention to branchwide opportunities. I owe special thanks to the following leaders who, during this time period, helped me better understand the challenges we faced: Carlos Ramos, Nick Dedier, Bob Dell'Agostino, John Moise, Dick Brothers, Jack Corrie, James Gilles, Craig Grivette, Andrew Armani, and Mitzi Higashidani.

Beginning with remarks I made at a CIO meeting in April of 2003, and continuing in a series of reports and speeches through

the rest of 2003, a framework for strategic planning began to emerge. Notwithstanding the recall election, with timely help from Governor Schwarzenegger's Chief Deputy Cabinet Secretary, Paul Miner, we successfully maintained continuity in the State's information technology program and leadership, and in our determination to move in a more strategic, branchwide direction. The first meeting of the Information Technology Council took place in March 2004, and it marked a new beginning in collaborative policy-making for the State's IT program.

The IT Council was the organizational vehicle for producing the *California State Information Technology Strategic Plan* which was finished in November 2004 and has been updated annually. There were literally dozens of people who contributed to that plan, most of whom are acknowledged in the plan's appendix. I am particularly indebted to the leadership provided by the IT Council's Strategic Plan Committee during 2004: Ben Williams (Chair), Bernard Soriano, Andrew Armani, Jon Fullinwider, Carlos Ramos and Pat Yerian.

We have made fantastic progress on each of our strategic goals, as reflected in the *Annual Report on the Executive Branch's Information Technology Program – 2006-2007* which we recently posted on the State CIO website. Among other things:

- Consolidating the Executive Branch's two general-purpose data centers into the Department of Technology which is generating savings of almost $50 million annually;

- Under the leadership of my very good friends Ron Joseph and Will Bush, implementing the Department of General Services' strategic sourcing program which is generating savings of over $70 million annually;

- Acquiring 21st century telecommunications and network services in Calnet II, and under Gary Arstein-Kerslake's leadership, completing a first draft strategic plan for the use of network and telecommunications technologies;

- With help from Dale Jablonsky and others, commencing an enterprise architecture program that, this year, is beginning to deliver concrete results in sharable services;

- With significant help and leadership from the State Library, California Research Bureau and the eServices Office, completing a first stage refresh of state web pages and establishing for the first time a vibrant community of webmasters;

- Expanding IT security and privacy policy and training with Colleen Pedroza and Joanne McNabb taking the lead;

- Moving forward with several billion dollars worth of IT projects within many of the Executive Branch's largest departments to modernize their technology infrastructure and applications, thereby improving support for the State's most important programs – an unprecedented refresh of the State's systems;

- With Sue Bost at the helm, forging a partnership between the Department of Finance, the Controller's Office, the Treasurer's Office and the Department of General Services to replace the State's antiquated business management systems with modern processes and technologies; and,

- With inspired leadership from Caroline Cabias and Claudina Nevis, improving the HR program for the IT workforce by supporting and expanding meaningful professional development programs and modernizing classification and hiring processes so we can attract a 21st century workforce.

Looking at this list, I can proudly assert, without prospect of any serious contradiction, that these last five years have been the most productive and successful for the State's IT program since the hey-day of the 1970s. These accomplishments are the result of countless hours of planning and work by tens of thousands of people. The State owes each of you its thanks and appreciation.

During my tenure, I have repeatedly joked that I had no budget, no authority and no staff. The last statement was plainly untrue, although it was rhetorically useful. In fact, I have been blessed with a small but highly productive staff throughout my time in service. After DOIT sunsetted and my position as State CIO was reestablished by press release, I had the benefit of counsel and assistance from Kevin Terpstra, Roy McBrayer, and Joel Bush. In the Schwarzenegger Administration, I have been very ably assisted by Claudina Nevis, Rob Quigley and Daniel Gullahorn, and a few repeat players who worked for me on a variety of projects, including most notably Joe Sogge and John Jewell. I

could not have survived without their loyal help and sound advice.

I have also benefited from an extended staff of extraordinarily able volunteers, a list much too long to recite here. You can find their names on literally every page of the State CIO website, talented leaders who have given their time to serve on committees, task forces and working groups, and who have authored and edited scores of documents. My thanks to each of you for your energies and support.

I also want to acknowledge the significant support that I have received from the vendor community and the state's many strategic business partners. The success or failure of the State's IT program depends upon healthy working relationships with the vendor community. I have endeavored to open the lines of communication to the vendor community and to make myself as accessible as possible. In that regard, I think we have achieved a substantial measure of mutual respect and trust, relationships that have repeatedly been useful to the State.

We have now accomplished the final goal I set for myself when I first took this job: reestablishing a sustainable IT governance structure and process. In addition to the IT Council, we now have cabinet-level governance over major IT infrastructure decisions (i.e., the Technology Services Board) and over enterprise-wide initiatives (i.e., the Enterprise Leadership Council). The statutory authority, funding and staffing for the Office of the Chief Information Officer was the final piece of the puzzle, and that piece has now been supplied by last year's

legislation establishing the State CIO as a member of the Governor's Cabinet and by this year's budget discussions.

I am proud that we have collectively put together an IT program strong enough to attract someone of Teri Takai's accomplishments and abilities to succeed me. We are going to be in very good hands when Teri arrives early next month to take over responsibility for the office. I know that each of you will give her the same help, advice and support that you have given me for so long.

Five and a half years ago, I did not expect to become California's longest serving State CIO, and I did not expect that I would be able to look back with such pride and satisfaction at our record of accomplishments. We now have an IT program worthy of the State that is proud to call Silicon Valley its home. I can say without reservation that the last five years have been the most professionally satisfying of my life. You have my gratitude, thanks and best wishes for your future.

Sincerely,

J. Clark Kelso
Chief Information Officer
State of California